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LABOR/EMPLOYEE RELATIONS PROFESSIONAL

Accomplished labor and employee relations professional with over 25 years of experience in full range of railroad labor relations functions. Strong leadership skills and background in employee grievance handling, labor negotiations, arbitration, mediation, and project management.

EXPERIENCE

1998 to Present: UNION PACIFIC RAILROAD (OMAHA, NE)

Assistant Vice President – Labor Relations (2017 – 2018)

Departmental leadership for a 30-person staff charged with the responsibility for the negotiating, interpretation and administration of collective bargaining agreements for all Union Pacific Railroad bargaining craft employees (represented by 16 unions through multiple individual collective bargaining agreements governing the work of roughly 35,000 employees). Key deliverables of this position include avoiding interruptions to service/commerce, maximizing productivity and minimizing operating expenses for Union Pacific and the railroad industry, as provided for in the provisions of the Railway Labor Act. The position also carries the responsibility for negotiating agreements that will facilitate industry-wide objectives and may serve as second chair during National Labor Agreement Negotiations.

General Director – Labor Relations (2014-2017)

Regional responsibility to lead and supervise team of labor relations professionals in the negotiation, interpretation and administration of multiple labor contracts with general chairmen representing the two specific crafts of operating craft employees. Provide guidance and coaching relative to performance expectations of direct reports. Responsibility for ensuring that the Company maximizes labor savings intended in local/national agreements and maintaining a work force that supports operational objectives. Responsibility for intercepting and addressing strike threats initiated by union representatives to avoid costly service interruption, along with negotiating major/minor dispute settlements. Provide guidance to company officers on labor implications connected with work stoppages at third-party work sites and providing service to affected customers.

Director Labor Relations – Arbitration & Negotiation (2005 to 2014)

Regional/territorial responsibility for leading negotiation and arbitration activities with the two railroad operating craft organizations. Discuss and coordinate with Union Pacific Operating Department leadership to focus negotiating activities towards cost and productivity initiatives designed to improve vital business metrics. Actively assist senior management to effectively utilize operating craft manpower and manage cost control requirements in line with corporate goals and strategies. Provide prompt and consistent guidance and education to operating officers on agreement compliance issues.

Agreement responsibilities

2005 – 2008: Union Pacific Eastern District, Northwestern District (Oregon) and Idaho Agreements; Alton & Southern Railway.

2008 – 2014: Missouri Pacific Upper Lines, Alton & Southern Railway.

Director Labor Relations – Contract Administration (1999 to 2005)

General administrative responsibility for a full spectrum of labor relations activities including claims and grievance handling, contract administration and research. Day to day supervision of up to six (6) contract administration staff members to effectively meet contractual requirements and Railway Labor Act (RLA) obligations under Section 3 dispute resolution procedures. Responsible for training and coaching staff members and for organizing and monitoring the work flow of contract administration staff to meet individual and departmental goals. Meet and establish job agreement criteria for staff members and conduct mid-year and year-end performance development reviews. Develop and deploy short and long-range strategies necessary to advance pay simplification efforts within the operating crafts across entire railroad network. Lead separate negotiating teams assigned with responsibility to implement pay simplification agreements on individual collective bargaining units/territories. Active role in cross-departmental task force organized to design and implement alternative hiring and training sources for new operating craft employees.

Manager/Assistant Director Labor Relations (1998-1999)

Manage the claims and grievance handling process covering the operating craft employees on the Union Pacific Southern Region. Supervise the work activities of up to four (4) staff members to ensure contract terms are correctly

interpreted. Monitor all work product to ensure quality standards are consistently maintained. Distribute arbitration assignments to staff members and critique written briefs. Assist in the negotiations of merger implementing agreements with the operating craft unions representing engineers and trainmen on the Southern Region. Lead a team to implement and manage the cutover process related to those implementing agreements.

1989 – 1998

**BURLINGTON NORTHERN AND SANTA FE RAILWAY
(FORT WORTH, TX)**

Manager Labor Relations (1992-1998)

First level responsibility for the claims and grievance process involving railroad operating craft unions representing engineers and trainmen. Assist in the handling of unresolved claims, including disciplinary grievances, through arbitration procedures. Participate in a cross-departmental initiative to identify and reduce redundant work activities leading to involuntary force reductions. Assist in notifying affected employees with respect to force reduction and related benefits.

Assistant Manager Labor Relations (1990-1992)

Responsible for the development and maintenance of labor claim database tracking claim volume by topical area and measuring potential liability. Plan, implement and administer railroad arbitration award database. Provide departmental research assistance for arbitration proceedings and contract negotiations. Coordinate the round-the-clock manning of Burlington Northern's Work Interruption Headquarters during nationwide rail strike.

EDUCATION & TRAINING

Illinois State University, 1984	Major: Marketing	Minor: Political Science
Burlington Northern and Santa Fe:	Quality Facilitator Training Specialized Supervisory Skills Negotiations Conflict Management Presentation Excellence Advanced Legal Writing	
Union Pacific:	See Attached	
National Railway Labor Conference:	Basic Training in Labor Relations (1991) Arbitration Preparation and Presentation (1995) Employee Protection in the Rail Industry (1997) Handling Drug and Alcohol Cases in Arbitration (1998)	
Other:	American Society of Transportation and Logistics Certification coursework (C.T.L.) (1995) Society for Human Resource Management Professional in Human Resources (P.H.R.) (2002) Nebraska Supreme Court Office of Dispute Resolution Basic Mediation Training (2007)	

UNION PACIFIC TRAINING & LEARNING HISTORY

1999	TQMS Problem Solving
2000	Leadership Action Planning System (LAPS) Management and Professional Development Finance for Non-Financial Managers
2001	Operating Rules for Officers Impact Leadership Six Sigma – Overview Winning Leadership – Achieving Results TQMS - Six-Step Problem Solving Process Baldrige Training and Site Visit Preparation Winning Leadership – Knowing the Business
2002	Valuing Diversity Recognizing Employee Performance Effective Writing Skills Managing Change Providing Effective Feedback Interviewing Job Candidates Setting Performance Goals and Expectations
2003	Conflict Intervention Achieving Personal Goals Managing Projects Balancing Work and Family Ethics
2004	CMTS Rail Security Awareness Dealing with Violence in the Workplace TQMS Problem Solving Supporting a Nonviolent Workplace Investigation Procedures – Attendance Policy Strike Injunction Procedures
2005	EEO Compliance and Beyond
2006	EEO Basics Project Cheyenne – Delta Communications

UNION PACIFIC TRAINING HISTORY – CONT.

2007	Fundamentals of Leadership – Targeted Learner EEO Review of Retaliation and FMLA Records Management Qualities of Leadership and Developing Others Antitrust Compliance for Nonagreement employees
2008	Total Safety Culture Supporting a Nonviolent Workplace Grand Rounds – Complex On Duty Injury Case Train Lineup (=TL) Tutorial Basic Medic First Aid/CPR/AED
2009	Annual Operating Rules Exam for Managers Rail Security Awareness Hazardous Material Exam Whistleblower Statute Records Management
2010	Clarifying Performance Expectations Basic Medic First Aid/CPR/AED Continuous Improvement Basics Drug and Alcohol – Managers Training EEO review of Retaliation and FMLA
2011	Leadership Development Program (11-month program) Seven Habits of Highly Effective People Communicating for Results Managing Projects Problem Solving Improving Productivity through Process Improvement
2012	Annual Operating Rules Exam for Managers Rail Security Awareness Hazardous Material Exam SAP Personnel Basics
2013	Basic Medic First Aid/CPR/AED Services Procurement Policy Compliance Ethics: Insider Training, Conflicts of Interest Inspiring Trust The Speed of Trust Records Management

UNION PACIFIC TRAINING HISTORY – CONT.

2014	Annual Operating Rules Exam for Managers Managers on Track Enterprise Records Management Effective Performance Feedback
2015	The How Matters Valuing Diversity and Inclusion Perform and Grow with Core Competencies
2016	The How Matters Antitrust Compliance Procurement Policy Compliance
2017	Responding to Employee Incidents Managing our Risk: Whistleblower Law Emergenetics Procurement Policy Compliance
2018	Hazard Communication: The Global Harmonization Standard The How Matters